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Report of the Executive Board of the United Nations Children's Fund on the work of its 2009 annual session*

(8-10 June 2009)

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* The present document is an advance version of the report of the Executive Board of the United Nations Children's Fund on its annual session (8-10 June 2009). The report on the first regular session (4-6 February 2009) was issued as E/2009/34 (Part I). The report of the second regular session (14-16 September 2009) will be combined with E/2009/34 (Parts I and II) and the report on all three sessions will be issued in final form as *Official Records of the Economic and Social Council, 2009, Supplement No. 14* (E/2009/34/Rev.1-E/ICEF/2009/7/Rev.1).

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I. Organization of the session

A. Opening of the session

1. The President opened the session, paying tribute to the Executive Director for her leadership of UNICEF and wide-ranging initiatives for children, especially in the context of the financial crisis and the resurgence of conflict. He mentioned that children and women were especially affected by these crises, and called for better measure for social protection. The persistence of the financial and economic crisis was affecting development efforts, he said, and could lead to humanitarian crises and plunge millions of children deeper into poverty. He stressed it was necessary to assess its impact on food security and health and the well-being and education of children, all focus areas of UNICEF. He invited Governments and all UNICEF partners to conjoin their efforts to protect children and create a world in which their rights are respected.

2. Turning to the agenda of the annual session, he noted that all agenda items, including the special focus session on global health and the eradication of polio were particularly important when considered in the context of the tremendous stakes and challenges of the times. It had become clear how complex development and humanitarian issues really are and how this points to the need to strengthen harmonization and coherence within the United Nations system.

3. The Executive Director, in her opening remarks, praised the new partnership of the United States with the Organization of Islamic Conference to eradicate polio and to promote child and maternal health. Reporting on her visits to various countries, and UNICEF humanitarian assistance during the year, she emphasized that UNICEF was working with Governments and other United Nations agencies and partners to help to ensure that children and families have access to urgent assistance, including safe water and sanitation, nutrition, immunization and medicines. UNICEF was also supporting schools and child-friendly spaces. In many countries, the security situation poses severe challenges to the work of UNICEF and to the safety of its staff. The economic crisis underscored the need for system-wide coherence, as it had the potential to slow development efforts and to negatively affect nutrition, health care and schooling. UNICEF was working with the World Bank and others to promote the design, implementation and monitoring of social protection measures to help to safeguard children and women.

4. She said that the UNICEF global leadership meeting held in April in New York had provided a unique opportunity to share experiences and hear from opinion leaders from outside the organization. These included the President of the World Bank and the United Nations Secretary-General. The meeting focused on how UNICEF could better provide global leadership on child issues. Participants discussed ways in which UNICEF could strengthen its ability to convene, advocate, collaborate and leverage, especially in response to four key drivers of change: demographic trends; climate change; technological advances; and economic trends.

B. Adoption of the agenda

5. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/2009/8) of the session.

6. In accordance with rule 50.2 of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 44 observer delegations, 1 United Nations body, 1 intergovernmental organization, the Standing Group of National Committees for UNICEF and 4 non-governmental organizations (NGOs).

II. Deliberations of the Executive Board

A. Annual report of the Executive Director: progress and achievements against the medium-term strategic plan (agenda item 3)

7. The Executive Director introduced the report (E/ICEF/2009/9), noting that it describes key results achieved through collaboration for children in the third year of the UNICEF medium-term strategic plan (MTSP) for 2006-2013. The annual report is also the first to follow the 2008 in-depth midterm review of the MTSP. The accompanying data companion had been enlarged this year to provide the latest information and trends for a wide range of targets for the Millennium Development Goals and the MTSP, as well as indicators of UNICEF performance in management, operations and finance. She reviewed several of the key successes and remaining challenges presented in the report. The Director of Policy and Practice then presented highlights of the data for 2008.

8. The urgent response required to address the global financial, economic and food crises was an overarching theme of the discussion that followed. Several delegations stated that the effects of these crises were exacerbated by climate change. The direst effects were being felt by the most vulnerable populations, especially children and women, populations living in protracted humanitarian situations, and those living in developing countries. UNICEF was requested to play a leading role in highlighting threats to children's well-being and in placing children's needs at the centre of the global debate and response.

9. As a major step in this direction, speakers called on UNICEF to increase its monitoring of the situation, particularly the impact on children and women. Speakers also asked UNICEF to continue its efforts to secure reliable data, and to build national capacity in this area. Information was sought on the impact of the crises on achievement of the Millennium Development Goals, especially in Africa; on poverty reduction; on health systems; and on UNICEF work and the operational activities of the United Nations system. Several delegations asked UNICEF to outline the concrete steps planned or already taken to adjust to the crises, with some delegations recommending that these efforts form part of a well-coordinated response from the United Nations system as a whole. It was emphasized that actions needed to be tailored to country-specific needs, to build capacities of countries to deal with the crises, and to support national responses through social protection measures.

10. A number of delegations commended UNICEF for the progress made across the MTSP focus areas and for its improvement in reporting. Among the achievements cited were the increased focus on maternal and newborn health; progress on reducing infant mortality and child nutrition; the reduction in measles deaths through efforts of the global measles partnership; increases in vaccination

coverage and the introduction of new vaccines; progress in polio eradication; the leveraging of funds to combat malaria; the expansion of education, including education for girls and in emergencies; strides made in the fight against HIV/AIDS; and momentum built in improving policies in child protection, including capacity-building in the area of justice for children. Individual delegations also thanked UNICEF for its support of emergency responses in their countries.

11. However, speakers also emphasized that results in several areas were far below the targets set and that reporting on the focus areas was uneven. Delegations asked how this would be addressed. Speakers requested that future reports contain more analysis; focus more on outcomes and impact; provide stronger assessment of progress made in achieving the Millennium Development Goals; address challenges faced by UNICEF, both internally and externally; and share lessons learned from efforts to meet challenges. A number of delegations requested that the report be revamped to reduce the narrative on activity and focus on evidence and results. One delegation asked for more reporting on the Latin America and Caribbean region. Another asked that reports reference the impact of foreign occupation on children. Several speakers asked for information on UNICEF efforts to increase the involvement of children and young people.

12. Several delegations, while commending UNICEF for the increased emphasis on maternal and newborn health, emphasized that this area required a more intensive focus and improved results, especially through the adoption of a multisectoral approach. In particular, it was noted that progress on child mortality was far below the Millennium Development Goal target. A number of delegations asked how UNICEF was going to address this. Specific requests were made for increased coverage of vaccination against meningitis, especially in West Africa; and for redoubled efforts to combat diarrhoeal disease and pneumonia. UNICEF was urged by one delegation to build a human rights-based approach into the area of young child survival and development. A question was raised on progress made in reducing disparities related to health and nutrition, a particular concern of middle-income countries.

13. According to several delegations, partnerships were crucial to achieving improvements in health and nutrition. One speaker highlighted, in particular, the engagement of UNICEF in the International Health Partnership, the H8 and, more recently, the H4, developed with the United Nations Population Fund, the World Health Organization and the World Bank. The collaboration with the World Bank on maternal and newborn health was commended by another speaker, who also urged the United Nations funds and programmes to cooperate more closely in this area. Two speakers praised the Ending Child Hunger and Undernutrition Initiative (renamed Renewed Efforts Against Child Hunger, or REACH) as a positive collaboration. Emphasis was also placed on increasing investment and improving capacity in health systems. One delegation thanked UNICEF for the technical support given to African Governments for the preparation of medium-term health plans to reach the health-related Millennium Development Goals.

14. UNICEF was commended for increasing children's access to basic education and retention, including through child-friendly schools; for increasing access for girls; and for promoting access to education during crises and conflict. Information was requested on the external evaluation on child-friendly schools undertaken; on

support to national education plans, including measures to reduce disparities; and on support to fragile States through education transition funds.

15. Delegations called for more progress in child protection, with one citing the need for more resources in this area. Efforts would include implementation of the Rio Declaration and Plan of Action; protecting children and women from rape and sexual violence, including during conflict; protecting children from abuse in the new media, including the Internet; measures to combat trafficking; eliminating landmines and other indiscriminate explosives; assisting children who were associated with armed forces and groups; helping children to exercise their rights fully during armed conflict; and supporting national efforts to help children with special needs. One delegation commended UNICEF for its leadership in the sub-cluster on child protection in emergencies, its role in the development of a common United Nations approach to justice for children, and its efforts to support national systems for monitoring and reporting violations in accordance with Security Council resolution 1612. Another delegation applauded the efforts of UNICEF in working with Governments to improve juvenile justice systems. Several speakers welcomed the appointment of a Special Representative of the Secretary-General on Violence against Children.

16. While commending progress made in HIV/AIDS, including in increased coverage of prevention of mother-to-child transmission and paediatric HIV management, several delegations pressed for greater attention to this issue. One delegation called upon UNICEF to work more closely with UNFPA to develop a more robust approach to sexual and reproductive health for adolescents that would help them to prevent infection with HIV and avoid pregnancy that was unwanted or occurred too early in life. Some speakers noted a decrease in the amount of UNICEF resources devoted to this focus area compared with 2007, with one speaker pointing out that only 6.7 per cent of total programme expenditures in 2008 had been allocated to HIV/AIDS. Specifically, efforts were needed in increasing access to confidential counselling and treatment; provision of prevention therapy to exposed children; increasing the availability of affordable drugs, including antiretrovirals; reaching orphans and other vulnerable children and their families with assistance; and promoting prevention education for young people.

17. Delegations paid tribute to UNICEF for its humanitarian work. However, a number of them noted that country offices continued to report that some UNICEF country offices were unclear about their responsibilities as cluster leads. They urged the Executive Director to ensure that heads of UNICEF country offices receive adequate support and training that would allow them to assume this critical leadership role. It was suggested that UNICEF become more involved in policy dialogue, especially regarding peace-building and early recovery.

18. Many delegations emphasized that mainstreaming gender issues into all aspects of the work of UNICEF was critical to achieving results across the MTSP focus areas. Mainstreaming gender was also crucial in achieving the Millennium Development Goals and in breaking the cycle of poverty. While praising efforts made by UNICEF in this area, speakers emphasized that more were needed. One speaker noted the important role played by UNICEF in supporting revision of the United Nations gender architecture.

19. UNICEF was praised by several delegations for its efforts to improve its results-based operations and management and budget approaches in harmonization

with other agencies. However, it was pointed out that, in several areas, UNICEF continued to report on activity rather than results. Some speakers expressed concern about the postponement of UNICEF implementation of the International Public Sector Accounting Standards (IPSAS) until 2012 and requested additional information on roll-out, including financial implications. UNICEF was also praised for its work on making the organization more transparent and accountable, including through developing the accountability system. Several speakers requested that additional efforts be made to improve the time frame for the recruitment and filling of Professional posts, which were far below the target set in the MTSP.

20. Several speakers said that harmonization and increased cooperation among agencies in the United Nations system was essential for improving programming. One delegation noted its approval of the doubling of the number of joint United Nations programmes in which UNICEF was engaged between 2007 and 2008. It was noted that joint programmes were important steps in improving the coherence and effectiveness of the United Nations system and in reducing transaction costs. To help to achieve these ends, UNICEF was encouraged to exercise leadership in Delivering as One and to continue to support the initiative at field level. One delegation suggested that United Nations agencies move towards developing a single country document and reporting mechanism per country, and advised that the evaluation of the pilot countries should be nationally owned and led by Governments. Another delegation welcomed the contribution of UNICEF to the working group of the Chief Executives Board for Coordination and said that harmonization efforts among the agencies should also include a focus on aid effectiveness.

21. The Standing Group of National Committees for UNICEF expressed appreciation for the new fundraising strategy developed by UNICEF. The delegation underscored that National Committees provide some 26 per cent of UNICEF income. More than 50 per cent of their resources were given to regular resources, the core funding of UNICEF.

22. Increasing contributions to regular resources, as well as the proportion of regular to total resources, was highlighted as an urgent priority by a number of delegations, especially in light of the global economic crisis. It was noted that the proportion of regular resources had continued a downward trend in 2008. Many speakers called on donors to redouble their efforts to support UNICEF during these difficult times. In response, several Governments announced their intention to maintain or increase their contributions.

23. The Executive Director closed the discussion by thanking the delegations for their constructive comments, engagement and support. She emphasized that strengthening health and health systems was a priority for UNICEF, especially in the area of maternal and newborn care. UNICEF had entered into a number of new and revitalized partnerships that were essential to this effort. As delegations noted, it was important to tackle not only measles and malaria but also other "forgotten" challenges such as pneumonia and diarrhoea. In this regard, it was critical to see the links among diarrhoea, undernutrition and clean water and sanitation. As nutrition was one of the first casualties of the economic crisis, UNICEF was increasing its focus on this area. Children with severe and acute malnutrition, for example, were being reached through measures such as the provision of ready-to-use therapeutic foods.

24. In the face of the crisis, UNICEF was devoting resources to supporting education and preventing school dropout. UNICEF was also fully engaged with other agencies and partners, including the World Bank, in promoting social protection programmes for very vulnerable populations. In HIV and AIDS, progress was being made in several areas through Unite for Children, Unite against AIDS; it was crucial to reach young people with the right messages as a means of prevention. Gender continued to be a critical focus for all areas of UNICEF work, from maternal health to girls' education to investment in adolescent girls. In child protection, UNICEF was engaging in upstream work, an especially important endeavour in middle-income countries. It was imperative to strengthen protective systems throughout the world. In the area of emergencies and conflict, UNICEF was playing a key role in humanitarian reform and in ensuring effective implementation of the cluster approach. Another priority was ensuring rapid deployment of needed staff. The many initiatives of UNICEF to promote child participation included engaging young people through new technology tools.

25. To maintain operational effectiveness, UNICEF was working with many partners to make more efficient use of resources through a focus on results. This involved strong UNICEF commitment to United Nations coherence. UNICEF was also working with donors to increase the proportion of regular to total resources. In the area of recruitment, the newly appointed Director of Human Resources would lead efforts to decrease the time frame for filling posts and to attract new talent for the future. Among the top skills sought in recruits was the ability to engage in upstream work. Such work included policy dialogue on such issues as social protection, and peace-building and early recovery. Promoting good policy was anchored by the securing of reliable data and the sharing of lessons learned.

26. The Executive Board adopted decision 2009/7 (see annex).

B. Report on the accountability system of UNICEF (agenda item 4)

27. The Executive Board had before it the report on the accountability system of UNICEF (E/ICEF/2009/15), which was introduced by Deputy Executive Director Omar Abdi. He explained that the report was the outcome of a series of internal and external consultations intended to harmonize the system with that of other agencies and to strengthen risk management and results-based management at UNICEF.

28. Several delegations welcomed the development of an accountability system that was harmonized with similar instruments in the United Nations system. Speakers noted, among other issues, the importance of capacity-building and national ownership; an effective monitoring and evaluation process; further harmonization, coherence and consistency with other agencies; consistency with the triennial comprehensive policy review of operational activities of the United Nations system, as well as with the MTSP and its support strategies, and the Convention on the Rights of the Child; liaison with the Audit Advisory Committee; the development of expected results and indicators to measure the accountability system's effectiveness; periodic review of the system to ensure that it remains consistent with the changing needs of the organization; and the strengthening of risk-management systems and practices in UNICEF.

29. One delegation requested further information on how UNICEF integrates capacity-building and national ownership into its work. The delegation expressed

appreciation for the information and communication technology initiative. Another delegation suggested consulting with UNFPA on how to integrate the individual oversight and accountability instruments into a more holistic and synergistic framework. The delegation requested additional information on the risk management systems and practices of UNICEF. Referring to internal audit reports, one delegation emphasized that the oversight function of the Executive Board should be respected. The delegation further recommended strict adherence to the procedures established by the Executive Board and to the rules covering confidentiality.

30. The Executive Board adopted decision 2009/8 on internal audit and oversight (see annex).

31. Following the adoption of the decision, two delegations reaffirmed the principle of confidentiality of audit reports, with one delegation recommending that the sharing of audit reports should have the agreement of the concerned Governments.

C. UNICEF strategic framework for partnerships and collaborative relationships (agenda item 5)

32. Under this agenda item, the Executive Board reviewed two reports: the UNICEF strategic framework for partnerships and collaborative relationships (E/ICEF/2009/10) and the accompanying mapping document (E/ICEF/2009/11 and E/ICEF/2009/11/Corr.1), both introduced by Deputy Executive Director Hilde Frafjord Johnson. The secretariat also shared with the Executive Board an agenda for action and 15 case studies on UNICEF engagement with a variety of key partners. The Deputy Executive Director noted that the next steps would entail roll-out and implementation of the framework, training for staff, and development of monitoring and evaluation tools. The Director of Private Fundraising and Partnerships added that the framework had been developed after extensive consultations with internal and external stakeholders. He further emphasized the strong contribution of National Committees to initiating and managing partnerships.

33. Delegations praised the efforts of UNICEF to clarify and strengthen its approach to partnerships. They expressed their support for building stronger ties with civil society and humanitarian NGOs, promoting the participation of children and young people as well as the corporate sector. It was recommended that implementation of the framework be guided by principles of aid effectiveness, sustainability and national ownership and be in line with the MTSP and the country programmes of UNICEF. One delegation emphasized the strong contribution of National Committees to partnership, while another recommended that fundraising highlight the need for contributions to UNICEF regular (core) resources.

34. Several delegations said that the framework should also cover the collaboration of UNICEF with national Governments. The Deputy Executive Director clarified that the relationship with Governments of both donor and programme countries was beyond the scope and purpose of the strategic framework, and was covered by other processes and documents, such as the MTSP. Several delegations commented that UNICEF, when further developing its approach to partnerships, must respect its role as an intergovernmental body. The Director of Private Fundraising and Partnerships replied that the engagement of UNICEF with

civil society and other actors would not change this role. One delegation requested the organization of an informal session or an event during future Executive Board sessions to highlight the role and contribution of National Committees for UNICEF in raising funds and promoting partnerships. The Director of Private Fundraising and Partnerships responded positively to the request.

35. Delegations also stressed the need to strengthen monitoring and evaluation of UNICEF engagement in partnerships, requesting regular consultations with the Executive Board in this regard. In its decision, the Executive Board asked for a rigorous analysis of lessons learned during the implementation process and the development, by 2012, of an updated version of the strategic framework with a widened focus that included multilateral organizations.

36. The Executive Board adopted decision 2009/9 (see annex).

Special focus session on global health, with particular focus on polio eradication

37. Following discussion of the strategic framework, the Executive Board took part in a special focus session, which highlighted key role of partnerships in global health and polio eradication. Presentations featured health specialists from the Government of Nigeria, Rotary International and UNICEF. A documentary, "The Final Inch", was shown, on the polio eradication campaign in endemic areas of India. Introductory remarks were made by the President and Executive Director.

38. The Executive Director of the Nigerian National Primary Health Care Development Authority, Dr. Muhammad Ali Pate, presented an overview of efforts to eradicate polio in his country. These included a successful mobilization of local political and religious leaders and their communities, which led to a systematic improvement in coverage. In the Abuja Declaration of February 2009, all 36 governors of Nigeria pledged support to eradicating polio. Significant remaining challenges included the need to scale up efforts, to sustain funding and to revitalize the weak primary health care system. UNICEF, he said, was an important partner, particularly by establishing a strong social mobilization capacity at the local level, and by enabling the sharing of lessons and best practices from around the world.

39. The Chairman of the International PolioPlus Committee of Rotary International, Dr. Robert Scott, described the work of Rotary International and the Global Polio Eradication Initiative. Dr. Scott acknowledged the strong support of the Bill and Melinda Gates Foundation in providing funds for polio eradication, which are expected to total $1.2 billion. In the four remaining polio-endemic countries — Nigeria, Afghanistan, India and Pakistan — political and societal "buy-in" was crucial in eradication efforts. While praising the recent announcement of a partnership between the Government of the United States and the Organization of Islamic Conference, he noted that significant funding gaps remained.

40. The Associate Director of Health for UNICEF, Dr. Peter Salama, said that the next two years were a critical period in order to eradicate polio by 2010. Strategic partnerships were equally crucial, he said, in the fight against measles and malaria, and against the other underlying causes of child death, such as diarrhoea and pneumonia. These were closely linked to poor sanitation and hygiene and undernutrition. In addition to 'downstream work', UNICEF and its partners have focused on support for policy and leveraging resources.

41. In the discussion that followed, several delegations praised the participation of UNICEF in strategic partnerships in global health. The emphasis on strengthening primary health care systems was critical, they said. Other delegations reported on their efforts to sustain their successful eradication of polio and to strengthen their health care systems. Delegations noted their approval of the leadership role of UNICEF in supporting the achievement of the Millennium Development Goals 4 and 5, related to child and maternal health. Others said that efforts in polio eradication should complement and strengthen efforts to combat other diseases and undernutrition. It was also important to harmonize the work of the various partners, particularly at the country level.

42. In her concluding remarks, the Executive Director said the discussion had highlighted the critical importance of long-term partnerships to effective work on the ground, to resource mobilization, and to the development of common strategies.

D. Proposal for UNICEF programme cooperation (agenda item 6)

(a) Draft country programme documents (CPDs)

Central and Eastern Europe and the Commonwealth of Independent States

43. The Regional Director provided an overview of the 10 draft country programme documents (CPDs) before the Executive Board: Armenia, Bosnia and Herzegovina, Bulgaria, Kazakhstan, Montenegro, Romania, Tajikistan, Turkmenistan, the former Yugoslav Republic of Macedonia and Uzbekistan (E/ICEF/2009/P/L.5 through E/ICEF/2009/P/L.14).

44. The representative of Armenia thanked UNICEF for its support, underlining that the country programme under discussion conforms to the national priorities of Armenia and its sustainable development programme adopted in 2008, as well as with the United Nations Development Assistance Framework (UNDAF). Armenia welcomed the shift in country programme focus from assistance to development. The representative emphasized the importance of decentralization and local planning in assisting the most vulnerable communities and of UNICEF work with other United Nations agencies.

45. The representative of Bulgaria underscored the importance of the three-year partnership with UNICEF aiming to consolidate progress on child care and child protection system reforms and to mobilize widespread support for children. A main goal of the programme is to forge a larger national partnership to mobilize resources and raise awareness on issues such as children with disabilities, children in specialized institutions and Roma and rural populations. The 2010-2012 framework for cooperation reflects key priorities set out in the 2008-2018 strategies for the child, adopted by Parliament. This programme of cooperation, the first to follow the accession of Bulgaria to the European Union, presents an articulated vision for the new role that the UNICEF office is pursuing in the rapidly changing social and economic context in Bulgaria.

46. The representative of Montenegro said that, although a middle-income country, Montenegro faces many challenges, including those arising from the global economic and financial crisis, food insecurity and price increases. In addition, disparities disproportionately affect vulnerable groups such as Roma, refugees, children with disabilities, children without parental care and poor families. In the

face of these challenges, UNICEF cooperation with European Union programmes in supporting middle-income countries takes on great importance. Building on the two priorities of investment in social and child welfare systems and completing the reform agenda, the country programme will assist the Government in creating infrastructure for child rights planning and policies, and in building capacity for child rights monitoring.

47. The representative of Bosnia and Herzegovina also noted the many challenges faced by his country, despite its middle-income status. These include increasing poverty in the context of the global economic crisis, with 50 per cent of vulnerable households receiving social assistance. Other challenges, which particularly affect vulnerable groups, include deterioration in the health status of children, low immunization rates, increased school dropout, and complex child protection issues encompassing violence, trafficking and juvenile justice. The new five-year country programme accords with the strategic and reform frameworks of the Government, particularly the new social inclusion and development strategies. The programme will emphasize policy development for vulnerable groups and for child rights; and combating child poverty.

48. Commenting on the draft CPD for Bosnia and Herzegovina, one delegation encouraged UNICEF to broadly consult with multilateral and bilateral donors when elaborating new programmes. The delegation recommended that an adequate strategy guide the efforts of UNICEF in strengthening capacities at various levels. UNICEF was urged to step up its investment in reform of the juvenile justice system, engaging national stakeholders and clarifying their role. It was recommended that the revised summary results matrix include baselines for expected results in the focus areas, whenever available.

49. The representative of Turkmenistan emphasized that the new draft five-year programme of cooperation was a logical continuation of the previous programme, which had achieved several notable successes. These included joint efforts by the United Nations Population Fund, the World Health Organization and UNICEF in improving health services. The new programme will support the country's development strategies, which span the period up to 2020, and help Turkmenistan to achieve the Millennium Development Goals. The representative gave special thanks to the UNICEF regional office, for its support, and to the UNICEF office in Ashgabat.

50. The representative of Tajikistan noted that many issues covered in the draft country programme document were also reflected in the national development strategy covering the period up to 2015 and the national poverty reduction strategy. The country faces several challenges related to natural disasters, education and child protection. Despite the fact that the Government allocates 50 per cent of its budget to social needs, obtaining adequate resources continues to be an issue. It was essential to maintain strong cooperation among the many actors working in Tajikistan to overcome these challenges.

51. Referring to the draft CPD for Tajikistan, delegations commended the programme for its link to existing national poverty strategies, its alignment with the UNDAF and its addressing of the Millennium Development Goals, in particular 4 and 5. Delegations expressed approval for mainstreaming child protection into other programme components and supporting reform of the juvenile justice system. However, it was essential to emphasize prevention and behaviour change in the area

of children in conflict with the law; and to devote more attention to attitudinal change in society to prevent child abuse and neglect, and violence against children. In addition to child protection, more attention should be paid to gender inequalities, low retention rates for girls, and follow-up to the recommendations of the Committee on the Rights of the Child. UNICEF was also encouraged to strengthen its cooperation with other actors to improve social protection and to utilize local expertise whenever possible. It was further recommended that UNICEF share lessons learned in strengthening national capacities.

52. The representative of Kazakhstan pointed out that the previous country programme had helped to strengthen national capacities in improving services and in child-focused social policy advocacy. She thanked UNICEF for its support, particularly in helping Kazakhstan deal with the effects of several emergencies, including efforts regarding the Semipalatinsk former nuclear testing site. She said that Kazakhstan looked forward to receiving continued technical assistance, especially in collecting reliable data and conducting multiple indicator cluster surveys. The new programme for 2010-2015, which is closely aligned with national priorities and the UNDAF, emphasizes addressing disparities; factually based, child-focused social policy and budgeting; child and adolescent health, development and protection; HIV/AIDS prevention and care; child participation; and building alliances for children.

53. The representative of the former Yugoslav Republic of Macedonia spoke about the draft CPD for his country under agenda item 3, Annual report of the Executive Director. He noted that the new programme of cooperation will support implementation of the National Action Plan on children's rights for the period 2005-2015, continuing work on eliminating child poverty, addressing social gaps and promoting social inclusion. The programme will also support achieving child protection, eliminating discrimination and establishing the highest possible standards based on equality for children's education, well-being and health. Among other recent achievements, he cited laws regulating violence against children and ratification of the Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography.

54. One delegation expressed support for the programmes in Kazakhstan and Uzbekistan.

55. The Regional Director thanked all delegations for their comments, which will be taken into consideration in the revision of the country programme documents. He responded to several specific comments on the draft CPDs.

Eastern and Southern Africa

56. The Regional Director ad interim introduced the two CPDs from the region, for Botswana and Burundi (E/ICEF/2009/P/L.2 and E/ICEF/2009/P/L.3).

57. The representative of Botswana acknowledged the achievements of the previous cooperation, including the development and endorsement of the strategic plan on Accelerated Child Survival and Development, the higher profile for social protection, the support of UNICEF for building national capacity to develop policies, norms and standards for children's rights, and the instrumental role of UNICEF in the formulation of the children's bill, currently under consideration in Parliament. The 2010-2014 draft country programme document reflects the

priorities of the nation's tenth development plan and will contribute to achievement of the Millennium Development Goals and the National Vision 2016. The representative noted that support is needed for the various challenges faced by Botswana, particularly in light of the global economic and financial crisis. One especially important priority is the provision of quality and relevant education.

58. Speaking on Botswana, one delegation expressed support for including an education component in the country programme.

59. The representative of Burundi noted that the development of the new draft programme of cooperation for 2010-2014 had been guided by the Millennium Development Goals, Burundi Vision 2025, the poverty reduction strategy paper, the strategic framework for peace-building in Burundi, and the UNDAF 2010-2014. With the support of UNICEF and other partners, the Government had been able to achieve notable results despite extreme poverty and war. Among the achievements were the provision of free access to health care for all children under five and for women giving birth; the cancellation of fees for primary education, which led to increased education rates, especially for girls; a new penal code to discourage violence against children and women; the demobilization and reintegration of children formerly associated with armed groups and forces; and various other measures to promote child rights. Remaining challenges include the reintegration of repatriates and demobilized people; internally displaced persons; the HIV/AIDS pandemic; and child malnutrition. The representative requested an honouring of commitments made at the Round Table in Bujumbura in May 2007.

60. One delegation, speaking on the draft CPD for Burundi, said that their Government would have appreciated more in-depth consultation of partners outside the United Nations system. It was hoped that the technical Ministry and other actors would be closely involved in the crafting of the plan of action. He asked three specific questions about how UNICEF would obtain and allocate the additional funding needed; about how the programme would relate to the International Health Partnership; and about plans for joint projects and common monitoring with other United Nations agencies.

61. The Regional Director ad interim thanked the delegations for their comments. She answered a question on the draft CPD for Burundi. On the draft CPD for Botswana, she took note of the request to make adjustments related to education as a component in the CPD, highlighting the vision of using the education system to reach young people to instil life skills and behaviour change.

Middle East and North Africa

62. The Regional Director introduced the draft CPD for Lebanon and the draft Gulf Area subregional programme (E/ICEF/2009/P/L.17 and E/ICEF/2009/P/L.16).

63. The representative of Lebanon thanked UNICEF for its cooperation dating back to 1948, for its contribution to development, and for its assistance during he conflict. While important progress had been made in achieving the Millennium Development Goals, the country still needs to strengthen its legislative system and rehabilitate and revitalize key social sectors. In the new draft country programme, which is aligned with national priorities for development and the Millennium Development Goals, Lebanon looks forward to receiving technical advice from UNICEF, especially in building capacity among Ministries and in linking recovery

interventions in emergency and post-crisis response to longer-term policy reforms in health, education and protection. Lebanon also welcomes innovative strategies of engagement in middle-income countries.

64. The representative of Qatar stated that her country had taken legal measures to protect child camel jockeys and to set a minimum age for marriage. She said that paragraph 7 of the draft area programme document should have noted that Qatar had acceded to the Convention on the Elimination of All Forms of Discrimination against Women in April 2009. Referring to paragraph 11 of the draft area programme, on the enhanced role of youth, she underlined that her country had taken several measures to promote youth participation, among them the hosting of the SILATECH (Arabic for "your connection") initiative launched by Her Highness Sheikha Mozah bint Nasser Al Missnad.

65. The representative of Saudi Arabia thanked the Regional Director for her accurate presentation and said that Saudi Arabia looked forward to working with UNICEF on the new Gulf Area subregional programme. By working together with partners, much can be accomplished to overcome challenges and move forward.

66. One delegation, expressing support for the draft CPDs of the region, commended them for being aligned with national priorities and focused on the survival, protection and development of children and on their rights.

67. The Regional Director thanked the delegations for their comments, noting that paragraph 7 of the draft area programme document would be corrected to indicate that Qatar had acceded to the Convention on the Elimination of All Forms of Discrimination against Women. She underlined the strong support for child participation in the region and acknowledged the progress made by Governments in child labour and trafficking.

South Asia

68. Following the presentation of a short video on Afghanistan, the Regional Director introduced the draft CPD for that country for 2010-2013 (E/ICEF/2009/P/L.15). He emphasized that the new programme will take a flexible approach in light of the security situation to fast-track high-impact interventions in support of the Millennium Development Goals. UNICEF will continue its leadership of the task force for monitoring and reporting to meet the global objectives of Security Council resolution 1612, in close cooperation with the Government and other partners.

69. The representative of Afghanistan, emphasizing that the new draft country programme was aligned with the country's development strategy, described several severe challenges to the security of the population and to meeting the Millennium Development Goals. Among these challenges were mother and child mortality, among the highest in the world; continuing attacks on schools, students and teachers; and the low school enrolment (50 per cent) of school-age children. Yet despite obstacles, the number of children in school had risen. The new country programme of cooperation will provide much-needed support in educating children and women, protecting children from attacks, supporting the monitoring and reporting mechanisms for children in armed conflict, preventing children from exploitative work, and revising the juvenile code.

70. Several delegations expressed concern about the low status and conditions of many girls and women in Afghanistan, noting especially early marriage and the gender gap in education. Delegations called for gender analysis and gender disaggregation of key progress indicators across all areas; a strengthened situation analysis using updated data; the training of teachers; the construction of boundary walls and water and sanitation facilities in schools; increased security in schools; and closer coordination with the education programme EQUIP. Delegations requested additional information on UNICEF support to reporting to the Committee on the Rights of the Child; the monitoring of quality assurance of activities in the provinces; national ownership; cooperation with the Ministry of Education on monitoring education and strengthening capacity; and the link among goals, challenges and programme components.

71. Other delegations emphasized the need for a stronger role to be played in child protection, including through monitoring, evaluation and reporting on rights violations; greater coordination among actors in Afghanistan, including in strengthening statistical capacity and in improving aid effectiveness; the capturing of evidence from the field to inform policy and advocacy efforts, particularly through a Multiple Indicator Cluster Survey that includes data on maternal and child mortality; a more intense focus on capacity-building; the sharing of lessons learned; and a more upstream approach to engagement. It was recommended that the summary results matrix include baselines in each results area in order to track progress.

72. Requests were also made for additional information on how UNICEF will work and monitor results in insecure areas and on how security concerns will impact programme planning and implementation, including UNICEF work in the clusters.

73. The Regional Director responded to comments, stressing the importance of increased coordination among actors; the strengthening of data on key issues; and working with additional partners and extending outreach for monitoring in insecure areas.

The Americas and the Caribbean

74. The Regional Director introduced the draft CPD for Ecuador (E/ICEF/2009/P/L.4 and E/ICEF/2009/P/L.4/Corr.1).

75. Referring to paragraph 9 of the draft CPD for Ecuador, one delegation sought clarification on the number and status (refugee or other) of "displaced persons from Colombia", inquiring about the exact source of this data, as well as whether the figure was an estimate or a verified number and whether it referred to the overall number of Colombians in Ecuador or to registered refugees in Ecuador.

76. One delegation asked about the low percentage of funding from regular resources for the country programme in Ecuador, saying that a heavy dependence on other resources presented risks for programme implementation and the achievement of expected results. The delegation underscored the need for indicators to measure results.

77. Another delegation, referring to the Southern Cone countries, emphasized that much work needs to be done in middle-income countries on issues such as reducing disparities, gender-based violence and sexual abuse of girls. In this regard, the UNICEF human rights-based approach to programming was advantageous.

78. The above delegations expressed their appreciation to the outgoing Regional Director, Nils Kastberg, for his unwavering commitment to children and advancement of children's issues during his tenure.

79. The Regional Director thanked the delegations for their comments. He said that influencing policy was essential to cooperation assistance in the region. In this regard, more work needed to be done in the areas of reducing disparities and exclusion; gender-based violence; and sexual abuse. Monitoring and evaluation were crucial means to measure results so as to influence policies, both by UNICEF and by the United Nations agencies under the UNDAF. Much work in the region had been accomplished to influence policies and promote their efficient implementation. Innovative ways to measure results in this area are needed. Regarding the Ecuador draft CPD, clarification would be provided on the question of displaced persons/refugees from Colombia.

80. The Executive Board approved the aggregate indicative budgets for the 16 draft country programme documents (decision 2009/10 in the annex).

(b) Harmonization and simplification of the approval procedure for extensions of ongoing country programmes

81. The Director of Policy and Practice introduced the proposal (E/ICEF/2009/P/L.19).

82. One delegation emphasized that in considering the proposals for extensions of ongoing country programmes based on the modified procedures, UNICEF should carefully consider the situation in each country, and should make further efforts to ensure appropriate implementation and monitoring of the programmes.

83. The Executive Board approved the proposal in decision 2009/11 (see annex).

(c) Recommendation for approval of additional other resources for approved country programmes

84. The Director of Programmes introduced the recommendation (E/ICEF/2009/P/L.18), which was approved by the Executive Board in decision 2009/12 (see annex).

E. Reports of the field visits of the Executive Board (agenda item 7)

(a) Report of the field visit to Kenya by members of the Bureau of the Executive Board, 28 February to 7 March 2009

85. The Executive Board had before it the report of the field visit to Kenya (E/ICEF/2009/12), which was introduced by the President, following a short film on the visit. He noted that the Kenya Government had made considerable progress in ensuring education for all since introducing free primary school education in 2003. The Bureau had been able to observe the inequalities in education and health care but also the progress made by Kenya in providing safe drinking water and in improving sanitation and hygiene.

86. The representative of Kenya expressed appreciation for the Bureau's decision to visit his country to see first-hand the partnership and cooperation between Kenya and UNICEF. He said that his delegation concurred with the analysis of the

challenges identified in the report, especially on malnutrition and hunger. He noted that while his country was close to achieving some of the Millennium Development Goals, the outlook for the Goals on child mortality and maternal health was less positive. He confirmed that Kenya was committed to continue partnering with UNICEF to deliver results for children.

87. The Permanent Representative of Bangladesh, who is a member of the Bureau, noted that it was important to gain first-hand experience and understanding of UNICEF activities on the ground. She said she was impressed by the UNICEF country team's dedication to address the challenges facing the children and women in Kenya, particularly the most vulnerable and disadvantaged. She concluded that country programme's success depended on the availability of adequate, predictable and appropriate flexible funding.

(b) Report of the joint field visit to Cambodia by members of the Executive Boards of UNDP, UNFPA, UNICEF and the World Food Programme, 5 to 12 March 2009

88. The Executive Board had before it the report of the field visit to Cambodia (E/ICEF/2009/CRP.11 and Corr.1), which was introduced by the delegate of Uruguay, Ms. Daniela Pi, following a short film on the visit. Ms. Pi noted that the joint field visit focused particularly on inter-agency collaboration, harmonization and joint programming, as well as donor coordination and partnership with local authorities, other agencies and civil society.

89. Participants, she said, gained insight into how the United Nations agencies are working together at the country level and saw the potential for greater coherence. The delegation had wanted to understand the contribution of the United Nations to the achievement of the Millennium Development Goals and observe how the United Nations agencies support Governments in achieving the Goals. She noted that Cambodia ranked among the world's least developed countries. Maternal mortality and violence against women were identified as pressing issues that needed special attention. Despite the challenges, she said, the Government of Cambodia had made significant progress in a number of areas, including reduction in poverty, child mortality and HIV prevalence rates and had increased enrolment in primary education. More support for the Government and its partners was needed to continue placing Cambodia on the path of stability and sustainable development.

(c) Report of the field visit to Nepal by members of the Executive Board, 30 March to 8 April 2009

90. The Executive Board had before it the report of the field visit to Nepal (E/ICEF/2009/13), which was introduced by H.E. Mr. Mikhail Savostianov, Deputy Permanent Representative of the Russian Federation to the United Nations, following a short film on the visit. Ambassador Savostianov noted that the Government of Nepal was strongly committed to achieving the Millennium Development Goals and that good progress had been made in a number of areas. However, the lack of capacity and resources made achievement of Millennium Development Goals, particularly Goal 1, difficult. More financial and technical support was needed in the country.

91. The representative of Nepal thanked the UNICEF Executive Board for choosing Nepal for their field visit. He noted that his delegation found the report to be comprehensive and balanced, showing both progress and challenges, and he

expressed his appreciation for the longstanding contribution of UNICEF to his country's development.

F. Address by the (Chairperson) President of the Global Staff Association (agenda item 8)

92. The President of the Global Staff Association said that UNICEF staff members mourned the death of their UNICEF colleague, who was among the victims killed and wounded the previous day in the bombing in Peshawar, Pakistan. She said it was a sad reminder of the need for safety and security as well as extra protection and vigilance in countries where staff are targeted for working for the United Nations. She thanked the Executive Board for having allocated additional funds for staff safety and security the previous year, but she stressed that more funds were needed.

93. She cited the concerns of staff regarding the new United Nations-wide contractual arrangements, including those for recruitment and benefits for temporary staff, especially those working in emergencies. She further pointed to the need for redoubled efforts to achieve gender equality at all levels of the organization. In conclusion, she remarked that relations between staff and management are harmonious and strong.

G. Other matters (agenda item 9)

94. Ms. Clair Jones, Deputy Director of Accounts, gave an update on IPSAS, outlining the reasons why UNICEF had decided to defer full implementation to 2012.

95. Delegations expressed concerns about the deferment and asked for further details on the phased implementation of IPSAS, including a breakdown of the budget and costs.

96. The secretariat shared with the Executive Board the list of provisional agenda items for the second regular session 2009.

H. Adoption of draft decisions (agenda item 10)

97. The Executive Board adopted decisions 2009/7 through 2009/12 (see annex).

98. Prior to adoption of the decisions, one delegation, speaking on behalf of the Western European and other States group (WEOG), thanked the secretariat for participating in informal negotiations on decisions but requested that the provision of information related to decisions be made available at the earliest possible moment so that Executive Board members could negotiate in a timely manner. For its part, WEOG would make an effort to present its draft decisions, and to comment on the draft decisions proposed by the secretariat, at the earliest possible time.

I. Closing of the session (agenda item 11)

99. In her closing remarks, the Executive Director underscored the need to improve staff safety and security while maintaining the presence of UNICEF in humanitarian situations. She also stressed the urgency of assisting vulnerable populations affected by the global financial crisis. Crucial to these and other goals of UNICEF is a strategic engagement in partnerships. UNICEF will continue its strong focus on strengthening gender mainstreaming and equality. In general, it was important to gather and apply the lessons learned on what works in development and what does not.

100. The President noted that the Executive Board had deliberated on issues at the heart of the international agenda. In the context of the financial and economic crisis, it was reassuring to see the high degree of support for the focus areas of the MTSP. The large number of interventions on the annual report of the Executive Director demonstrated strong interest in implementation of the MTSP.

101. The Executive Board adopted important decisions. The decision on the accountability system of UNICEF (2009/8: "Internal audit and oversight") highlights the dynamism that is required of UNICEF in light of the complex context surrounding development and aid. It also highlights the crucial necessity of reinforcing harmonization and coherence of the United Nations system. H.E. Mr. Hamidon Ali, Permanent Representative of Malaysia to the United Nations, was to be thanked for his skilful role as facilitator of the decision.

102. In conclusion, he said, the annual session had achieved its objective of helping UNICEF to deal effectively with the pressing assistance and protection needs of hundreds of millions of women and children around the world.

Annex

Decisions adopted by the Executive Board at its annual session of 2009

2009/7. Annual report of the Executive Director: progress and achievements against the medium-term strategic plan

The Executive Board,

1. *Takes note* of the "Annual report of the Executive Director: progress and achievements against the medium-term strategic plan" (E/ICEF/2009/9 and E/ICEF/2009/9/Corr.1) and the accompanying data companion;

2. *Welcomes* the continued progress made by UNICEF in strengthening the strategic focus and partnerships to support accelerated national and international efforts to achieve the Millennium Development Goals and other national and internationally agreed goals for the well-being of children;

3. *Recognizes* that many countries still face challenges across the five focus areas, and in this regard *urges* UNICEF to continue to strengthen its support to these countries, in particular in developing national capacities, with a view to tackling the remaining challenges;

4. *Recognizes* the importance of mainstreaming gender equality as reflected in the triennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 62/208 of 19 December 2007) and in the strategic plan of UNICEF, 2006-2013, and *calls on* UNICEF to continue to improve performance on this cross-cutting issue;

5. *Urges* UNICEF to strengthen the Executive Director's annual report, starting in 2010, to integrate information more consistently on the effectiveness of the contributions of UNICEF to the development outcomes across the focus areas of the medium-term strategic plan; and in this regard, *calls on* UNICEF to provide more in-depth analysis of the challenges and opportunities of implementation of the medium-term strategic plan;

6. *Requests* the Executive Director to include in future annual reports: (a) information on challenges to the implementation of the medium-term strategic plan and show how UNICEF plans to address those challenges; (b) information on the consequences and remedial action foreseen to achieve the agreed objectives; (c) additional information on the contribution of UNICEF for the implementation of the management and accountability framework of the United Nations development and resident coordinator system, including the functional firewall of the resident coordinator system; and (d) a summary table listing project evaluations and outcome evaluations conducted in the previous year;

7. *Takes note* of the briefing by UNICEF on the implementation of the International Public Sector Accounting Standards (IPSAS) and *requests* the Executive Director to commit, as a matter of priority, to adopting IPSAS no later than 2012 and to submitting to the Executive Board the IPSAS-compliant interim financial statements for the year 2012 at the second regular session 2013;

8. *Also requests* the Executive Director to make the IPSAS implementation plan of UNICEF available on its website and to update the Executive Board on a regular basis until the second regular session 2013;

9. *Calls upon* UNICEF to continue to improve performance across the Management Performance indicators and *notes with concern* that the proportion of recruitment of regular posts completed within 90 days was reduced further in 2008;

10. *Requests* the Executive Director to submit future annual reports to the Executive Board starting in 2010 for action.

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2009/8. Internal audit and oversight

The Executive Board,

i. Report on the UNICEF Accountability System

1. *Notes* with appreciation the efforts of UNICEF to strengthen management, accountability, oversight and transparency in a harmonized and standardized way;

2. *Takes note* of the report on the UNICEF accountability system (E/ICEF/2009/15) and approves the accountability system of UNICEF contained therein, subject to the provisions of this decision;

3. *Welcomes* the integration of existing oversight mechanisms, risk management and internal controls of UNICEF within the accountability system;

4. *Underscores* the importance of enhanced results-based management for the accountability of UNICEF to States Members of the United Nations;

5. *Supports* the plan of UNICEF management to develop a comprehensive assessment framework to measure progress in the accountability system in an integrated and holistic manner, and in this regard encourages UNICEF to consult with, inter alia, the United Nations Development Programme, the United Nations Population Fund, and the United Nations Office for Project Services on their experiences and to keep members of the Executive Board informed of developments;

6. *Encourages* UNICEF to continue to assess and improve the effectiveness of the accountability system, including by taking into account the ongoing organizational improvement initiatives, developing practical guidance and tools, and by implementing internal reviews of management practices, functions, roles and responsibilities of offices at all levels, with a view to further enhancement of the system, and to keep the Executive Board informed;

7. *Underscores* the importance of Executive Board oversight and *recognizes* that nothing in the above-mentioned report should restrict the authority of the Executive Board, as set out in its Rules of Procedure;

ii. Disclosure of Internal Audit Reports

8. *Recalls* that UNICEF internal audit reports are internal management tools and are confidential documents;

9. *Decides*, after taking into consideration the views expressed by the members of the Executive Board, that the Executive Director of UNICEF may make UNICEF internal audit reports available to Member States in the context of their overall responsibility for review in accordance with the relevant provisions stipulated in document E/ICEF/2009/15 and the procedures outlined below, which will not be applied retroactively:

(a) Requests for access to UNICEF internal audit reports are to be made in writing and should be specific as to the UNICEF internal audit report, the reason and purpose for the request, and an affirmation to adhere to the procedures of disclosure, including that related to confidentiality;

(b) Having considered and determined that the written request is consistent with this decision and with the procedures of disclosure, the Executive Director will, prior to disclosure, immediately inform the Executive Board and provide a copy of the request to the Executive Board and, where the UNICEF internal audit report in question contains findings related to a specific Member State, to the host Government of that Member State and provide the concerned Government with adequate time to review and comment on the report;

(c) The Executive Director will also make the requested UNICEF internal audit report available for review to the requesting Member State and in making the report available shall exercise the greatest discretion and protect the legitimate rights of programme countries;

10. *Reaffirms* that information contained in UNICEF internal audit reports shall be kept confidential by any Member State to which they are made available for review;

11. *Further decides* that should the Executive Director of UNICEF decide to make a UNICEF internal audit report available for review by a Member State, such report (a) shall be made available on a voluntary basis without prejudice to the privileges and immunities of the United Nations, including its subsidiary organs, and (b) shall be made available for reading at the Office of Internal Audit and no copies shall be made;

12. *Notes* that, notwithstanding the operation of paragraph 4 (c) of this decision, where information contained in a UNICEF internal audit report is deemed by the Executive Director of UNICEF to be particularly sensitive (relating inter alia to third parties or a country, government or administration); or as compromising to a pending action; or as being likely to endanger the safety or security of any individual, violate his or her rights or invade his or her privacy, such UNICEF internal audit report may be redacted or withheld in its entirety at the discretion of the Office of Internal Audit;

13. *Requests* the Executive Director of UNICEF to include in the annual report of the Executive Director to the Executive Board, starting in 2010, a report on the implementation of this decision, including, inter alia, the number of requests to make UNICEF internal audit reports available; the outcomes of those requests; the conclusions of reviews by the Audit Advisory Committee of the implementation of

this decision, including audit information redacted or withheld from disclosure; the number of internal audit reports disclosed and their titles, and confirmation of adherence to the principle of confidentiality for audit information disclosed in accordance with this decision.

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2009/9. UNICEF strategic framework for partnerships and collaborative relationships

The Executive Board,

1. *Welcomes* the continued engagement of UNICEF in partnerships and collaborative relationships, which are critical to deliver results for children and to realize their rights;

2. *Reaffirms* the medium-term strategic plan as the guiding framework for all areas of UNICEF programming;

3. *Endorses* the "UNICEF strategic framework for partnerships and collaborative relationships", presented in document E/ICEF/2009/10, as the strategic framework for the engagement of UNICEF in partnerships and collaborative relationships to achieve results for children;

4. *Recalls* the Ending Child Hunger and Undernutrition Initiative (ECHUI) and Executive Board decision 2007/1, as the starting point for the discussion on the strategic framework for partnerships and collaborative relationships, and *takes note* that the partnership approach of ECHUI, since renamed Renewed Efforts Against Child Hunger (REACH), aimed to forge strong alliances among national Governments, international agencies, the private sector and other sectors of civil society;

5. *Recognizes* that the medium-term strategic plan, including national ownership and best practices for development results, forms the basis for the implementation of the framework for partnerships and collaborative relationships, including, inter alia, national Governments;

6. *Recognizes* the significant role played by the National Committees for UNICEF in collaboration with a variety of partners for fund-raising in support of UNICEF activities in programme countries and for advocacy in each respective country for the full implementation of the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women;

7. *Underlines* the importance of clear guidelines for the different modes of engagement, and *recognizes* the intention of UNICEF to create tools and guidance for development and management for its partnerships and collaborative relationships;

8. *Stresses* the importance of continued adequate monitoring and evaluation mechanisms as critical for a more strategic approach to partnerships, as well as for the necessary protection of the UNICEF mission and reputation, and *encourages* partners to be involved in these processes;

9. *Asks* UNICEF to take into account lessons learned in implementation for a reviewed version of the strategic framework, to be presented to the Executive Board in 2012, and this occasion should be used to widen the focus of the strategic framework to all relevant actors, including multilateral organizations.

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2009/10. Draft country programme documents

The Executive Board,

Approves the aggregate indicative budget for the following country programmes of cooperation:

Regions/country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2009/*
Eastern and Southern Africa				
Botswana	2010-2014	3 750 000	15 000 000	P/L.2
Burundi	2010-2014	49 325 000	50 000 000	P/L.3
Latin America and the Caribbean				
Ecuador	2010-2014	3 750 000	16 250 000	P/L.4 and Corr.1
Central and Eastern Europe and the Commonwealth of Independent States				
Armenia	2010-2015	4 500 000	4 200 000	P/L.5
Bosnia and Herzegovina	2010-2014	3 750 000	18 146 000	P/L.6
Bulgaria	2010-2012	2 250 000	6 000 000	P/L.7
Kazakhstan	2010-2015	5 322 000	4 540 000	P/L.8
Montenegro	2010-2011	1 500 000	1 500 000	P/L.9
Romania	2010-2012	2 250 000	7 700 000	P/L.10
Tajikistan	2010-2015	12 012 000	16 000 000	P/L.11
The former Yugoslav Republic of Macedonia	2010-2015	4 500 000	12 000 000	P/L.12
Turkmenistan	2010-2015	5 058 000	7 160 000	P/L.13
Uzbekistan	2010-2015	19 734 000	22 500 000	P/L.14
South Asia				
Afghanistan	2010-2013	157 668 000	243 536 000	P/L.15
Middle East and North Africa				
Gulf Area subregional programme funded from other resources	2010-2012		9 000 000	P/L.16
Lebanon	2010-2014	3 750 000	7 500 000	P/L.17

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2009/11. Harmonization and simplification of the approval procedure for extensions of ongoing country programmes

The Executive Board,

1. *Welcomes* the continued commitment of UNICEF to enhance the relevance, effectiveness, efficiency, accountability and credibility of the United Nations development system;

2. *Decides to adopt* the following modified procedure for the approval of extensions to ongoing country programmes, as agreed with national authorities, in cases where significant changes are not made to the approved goals and strategies of cooperation:

(a) An extension of one year for any ongoing country programme may be approved by the Executive Director, who will inform the Executive Board of such approval and the reasons for each extension; and any further consecutive proposed extension of a country programme by one year will be submitted by the Executive Director for approval by the Executive Board on the basis of a short proposal document, including the reasons for the proposal;

(b) An extension of two years for any ongoing country programme will be submitted by the Executive Director for approval by the Executive Board on the basis of a short proposal document including the reasons for the proposal.

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2009/12. Recommendation for approval of additional other resources for approved country programmes

The Executive Board,

1. *Approves* a total of $416,819,500 in other resources for approved country programmes for the 29 countries listed in the table of document E/ICEF/2009/P/L.18, below, for the remaining periods of these programmes, subject to the availability of other resources contributions;

Proposed increases to other resources (OR) ceilings for approved country programmes for 2009

(In United States dollars)

Region/Country	*Document E/ICEF/*	*Programme duration*	*Approved OR ceiling (A)*	*OR allotments to date*	*Additional OR to be approved (B)*	*Total OR ceiling (A+B)*
Eastern and Southern Africa						
Madagascar	2007/P/L.37	2008-2011	35 200 000	18 930 123	22 000 000	57 200 000
Mozambique	2006/P/L.4/Rev.1	2007-2009	86 000 000	89 156 567	35 000 000	121 000 000
Somalia	2007/P/L.39	2008-2009	60 000 000	44 883 554	23 489 000	83 489 000
South Africa	2006/P/L.36	2007-2010	28 000 000	31 058 012	24 000 000	52 000 000

Region/Country	*Document E/ICEF/*	*Programme duration*	*Approved OR ceiling (A)*	*OR allotments to date*	*Additional OR to be approved (B)*	*Total OR ceiling (A+B)*
Swaziland	2005/P/L.30 and 2005/P/L.30/Corr.1	2006-2010	36 250 000	20 534 211	11 300 000	47 550 000
Uganda	2005/P/L.2	2006-2009	50 000 000	45 175 318	10 000 000	60 000 000
					125 789 000	
West and Central Africa						
Chad	2005/P/L.32	2006-2010	30 000 000	28 827 556	18 600 000	48 600 000
Ghana	2005/P/L.4	2006-2010	82 400 000	70 999 046	27 600 000	110 000 000
Gambia	2006/P/L.40	2007-2011	8 400 000	5 279 386	2 700 000	11 100 000
Guinea	2006/P/L.9	2007-2011	27 200 000	13 210 847	13 500 000	40 700 000
Liberia	2007/P/L.42	2008-2012	37 500 000	22 752 493	60 000 000	97 500 000
Sierra Leone	2007/P/L.9	2008-2010	36 000 000	22 183 023	6 000 000	42 000 000
					128 400 000	
The Americas and the Caribbean						
Argentina	2004/P/L.6	2005-2009	16 000 000	16 284 496	1 000 000	17 000 000
El Salvador	2006/P/L.46	2007-2011	6 520 000	4 132 921	4 300 000	10 820 000
Guatemala	2008/P/L.9	2009-2009	4 619 500	3 158 782	2 680 500	7 300 000
Panama	2006/P/L.49	2007-2011	3 200 000	1 497 140	1 100 000	4 300 000
					9 080 500	
Central and Eastern Europe and the Commonwealth of Independent States						
Albania	2005/P/L.13	2006-2010	16 500 000	13 922 829	5 500 000	22 000 000
Bosnia and Herzegovina	2008/P/L.25	2009-2009	3 500 000	4 741 232	7 000 000	10 500 000
Bulgaria	2005/P/L.15	2006-2009	2 500 000	2 601 320	2 000 000	4 500 000
Georgia	2005/P/L.16	2006-2010	10 000 000	10 744 004	6 000 000	16 000 000
Kyrgyzstan	2004/P/L.14	2005-2010	6 000 000	4 866 569	2 000 000	8 000 000
Uzbekistan	2004/P/L.20/Rev.1	2005-2009	15 060 000	14 791 238	2 500 000	17 560 000
					25 000 000	
East Asia and Pacific						
Cambodia	2005/P/L.7	2006-2010	73 910 000	68 538 964	7 450 000	81 360 000
Indonesia	2005/P/L.35	2006-2010	150 000 000	136 491 918	34 800 000	184 800 000
Lao People's Democratic Republic	2006/P/L.57	2007-2011	30 340 000	27 838 932	18 500 000	48 840 000
					60 750 000	
South Asia						
Bangladesh	2005/P/L.12/Rev.1	2006-2010	210 000 000	179 766 884	55 000 000	265 000 000
					55 000 000	

Region/Country	*Document E/ICEF/*	*Programme duration*	*Approved OR ceiling (A)*	*OR allotments to date*	*Additional OR to be approved (B)*	*Total OR ceiling (A+B)*
Middle East and North Africa						
Lebanon	2008/P/L.27	2009-2009	2 000 000	2 874 158	1 500 000	3 500 000
Syrian Arab Republic	2006/P/L.24	2007-2011	2 450 000	1 850 444	1 550 000	4 000 000
Yemen	2006/P/L.10	2007-2011	28 250 000	12 841 824	9 750 000	38 000 000
					12 800 000	
Total increase					**416 819 500**	

2. *Decides* to delegate authority to increase other resources ceilings for approved country programmes in the future to the Executive Director and requests the Executive Director to inform the Executive Board on an annual basis.

Annual session
10 June 2009